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ABSTRACT

This user's manual, designed to meet the needs of adoption exchange administrators and program managers for a formal tool to assist them in the overall management and operation of their program, presents the Model Adoption Exchange Payment System (MAEPS), which was developed to improve the delivery of adoption exchange services throughout the United States and to ensure adequate reimbursement to adoption exchanges for costs incurred in the adoption exchange process. Part 1 of the manual describes MAEPS (a six-component full service system which includes traditional adoption exchange servies, i.e., registration, listing, matching, recruiting, plus two additional services -- training and technical assistance and advocacy/public relations). The materials present the technical specifications for using the System, including step by step instructions for establishing a MAEPS program, sample data collection forms, report formats, computational formulas, and recordkeeping procedures for the total reimbursement process. Part 2 of the manual provides user instructions, including time-recording procedures and directions for case and activity records and management reports. The appendices contain standard instructions for computing adoption exchange expenditures and an annual casework hours worksheet. (JAC)

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# MODEL ADOPTION EXCHANGE PAYMENT SYSTEM

Technical Specifications
and
User Instructions

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## Preface

The Model Adoption Exchange Payment System became a reality through the collective efforts of many individuals. The idea for the System grew out of the numerous needs assessment workshops sponsored by the National Adoption Information Exchange System (NAIES). NAIES staff with initial involvement in the development of the System included Valerie Preston, Karen Backiel, and Nadja Brogden. The encouragement and support of these individuals helped pave the way for subsequent development and field testing of the System, culminating in this user manual. Peggy Brown, who joined the NAIES staff after initial development of the System began, assisted greatly in facilitating completion of the System's design and the field testing phase.

A very special note of recognition goes to the staff and leadership of the Delaware Valley Adoption Resource Exchange and the Washington (State) Department of Social and Health Services, who graciously agreed to serve as field-test sites during development of the System. These individuals provided insight and expertise during the initial stages of systems design, as well as throughout the field-testing process.

The Region III Adoption Resource Center and the Region X Adoption Resource Center were especially helpful in arranging travel schedules, providing meeting sites, and promoting ongoing dialogue among the major agencies and individuals involved in the development of the System.

Mr. Robert Pfeiffer developed the software to support the computerized management reports produced by the System. His skills in this endeavor are greatly appreciated. We owe our thanks to our colleagues throughout the country, especially Rosalie Anderson, Director of the Region VI Adoption Resource Center, who offered encouragement, philosophical insights, and practical wisdom during the design and development of the System.

Finally, we are thankful to the thousands of waiting children in this country, who unknowingly provided the stimulus for developing the System. It is our hope that the System will provide a mechanism for increasing chances for these children to achieve permanency through adoption.

RJA
Austin, Texas
April, 1982

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## Introduction

Development of the Model Adoption Exchange Payment System (MAEPS) was aimed at improving the delivery of adoption exchange services throughout the United States. The most significant contribution of this effort was the development of a unique payment system that enables managers and decision makers to: (a) identify and define the services required for achieving a successful adoption through the assistance of an adoption exchange; (b) determine the costs, actual and acceptable, of such services; and (c) allocate an agency's limited resources for adoption to the best advantage.

A payment system can be defined as a process in which a buyer and seller exchange goods or services in return for some agreed upon payment. This process typically involves the following activities: (a) defining the services to be exchanged; (b) identifying the cost of these items and their value to the buyer; (c) specifying a procedure for reporting financial information; (d) determining the kind, frequency, and amount of payments to be made; and (e) disbursement and receipt of payment(s).

MAEPS was designed to ensure adequate reimbursement to adoption exchanges for costs incurred in completing specific activities in the adoption exchange process. Development of the System grew out of an increasing need by adoption exchange administrators and program managers for a formal tool to assist them in the overall operation and management of their programs, as well as to respond to increased demands for program and fiscal accountability brought about by today's economic realities. Chief among these realities is the generally declining pool of funds available to support human services programs, of which adoption exchanges represent but one example. This declining funding pool has stimulated increased demands for documenting the quality, quantity, and costs of services. MAEPS represents a formal analytical tool with which to meet these demands.

MAEPS is intended to be used as a "decision support system". That is, in addition to the ability of MAEPS to provide accurate and timely information on the costs of services, it can also be used as a basis upon which decisions regarding the organization and delivery of adoption exchange services can be made. Properly used, MAEPS has the capability of generating case-level data which can

support decisions regarding the most effective way to manage individual caseloads. This same information can be aggregated across individual cases and workers to support decision making at the program level.

This user manual is divided into two major parts. PART I provides a description of the Model Adoption Exchange Payment System, and is primarily technical in nature. PART II gives step-by-step instructions for using the System, including sample data collection forms and report formats. Through this manual, potential users of the System will become familiar with the philosophy, approach, and use of a highly-structured management tool for improving the organization and delivery of adoption exchange services.

# PART I

## Model Adoption Exchange

## Payment System

## Technical Specifications

## PART I: MODEL ADOPTION EXCHANGE PAYMENT SYSTEM TECHNICAL SPECIFICATIONS

### A. Components and Elements of a Comprehensive Adoption Exchange Service Delivery System

The basis for the Model Adoption Exchange Payment System is a six-component service system which includes the traditional adoption exchange services (registration, listing, matching, recruiting), plus two additional services (training and technical assistance and advocacy/public relations). Taken together, these six components define what is termed a "full service" exchange. The six components are defined as:

- Registration Services

  The process by which children legally free for adoption and families studied and approved for adoption are formally enrolled on an adoption exchange. Children not yet legally free for adoption (i.e., potential adoptive placements) may be enrolled on the exchange under the following circumstances:

  (1) children placed in temporary foster care after completion of a deprivation hearing while the case is under appeal;

  (2) children placed in temporary foster care after a deprivation or relinquishment hearing on behalf of one parent has been acted upon by the court and the caseworker is waiting for publication to terminate on the other parent. This type of placement assumes that all reasonable efforts to locate the absent parent have been exhausted;

  (3) children placed in temporary foster care where the court has not yet acted on the signed relinquishment;

  (4) children placed in temporary foster care for which a deprivation petition has been filed, but not heard; and

  (5) unborn children for whom relinquishment is the plan.

- Matching Services

  The process by which children officially enrolled on the adoption exchange are matched with previously studied and approved families.

- Listing Services

  The process by which children officially enrolled on the adoption exchange and/or previously studied and approved families are listed in an exchange book for distribution to agencies, organizations (such as adoptive parent groups), and individuals involved in the adoption process.

- Recruitment Services (General or Case-Specific)

  The process by which (a) prospective adoptive parents (is) are informed of the adoption process and (is) are encouraged to apply for adoptive parent status. The target recruitment population may be both the general population or special subpopulations, such as foster families.

- Training and Technical Assistance

  Formal and informal training and technical assistance initiated or provided directly by the adoption exchange to staff, users of the exchange, and others involved in the adoption process.

- Advocacy/Public Relations

  The promulgation of information to the general public or special subpopulations on the goals and activities of the adoption exchange, and formal and informal involvement in activities designed to promote the best interests of children who could benefit from the services of an adoption exchange, as well as families who wish to adopt children with special needs.

A delineation of the elements or activities associated with each of these six components is given below.

Activities Encompassed By A Comprehensive
Adoption Exchange Service Delivery System

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Registration Services

(1) submission/reviewing of registration information on child

(2) submission of registration information by approved child-placing agency on families desiring to adopt

(3) screening/re-screening of registration information for duplication, appropriateness, completeness, etc.

(4) opening of ongoing case record

(5) codification of families according to child(ren) preferred

(6) periodic updating of registration information to determine status of case

Matching Services

(1) time spent with families in reviewing exchange books in response to inquiries about a child for whom they have expressed placement interest

(2) in-house search for appropriate family(ies) and/or child(ren)

(3) search of other resources for appropriate match(es)

(4) identification of appropriate match(es) between waiting children and studied and approved families

(5) transmittal of notice of suggested match(es) to agency with custody of child(ren) and to agency registering the family

(6) removal of case from active status

Listing Services

(1) identification of children and/or families to be listed

(2) preparation of profiles/narratives

(3) obtaining of photographs, where appropriate

(4) preparation of materials for printing

(5) maintenance and updating of mailing list(s)

(6) responding to requests for listing book(s)

(7) updating of registration information for re-listing or removal from the listing book(s)

Recruitment Services

(1) planning of recruitment strategy

(2) development of publicity program(s)

(3) media presentations

(4) public speaking engagements

(5) information referral

(6) follow-up on referrals made

(7) development and coordination of, or participation in, community networks (adoptive parent groups, public and private child-placing agencies, and other constituencies)

Training and Technical Assistance

(1) consultation on procedural and readiness issues

(2) assistance in using the exchange

(3) purchase of service negotiations

Advocacy/Public Relations

(1) General

(a) public information
(b) formulating and supporting legislation
(c) networking/relationship building
(d) providing leadership
(e) court testimony
(f) ombudsmanship for children and families

(2) Child/Family Specific

(a) public information
(b) court testimony
(c) ombudsmanship for children and families

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B. Products Encompassed By a Comprehensive Adoption Exchange Service Delivery System

As noted in the introduction section, a payment system can be defined as a process in which a buyer and seller exchange goods or services in return for some agreed upon payment. For purposes of the Model Adoption Exchange Payment System, the goods or services (i.e., products) to be exchanged are defined as:

- Registration of a child or family
- Match of family(ies) with child(ren) awaiting adoption
- Listing (photo or otherwise) of a child or family in an exchange book
- Recruited/Prepared Family for a specific child awaiting adoption
- Training/Technical Assistance Session or Package

As will be seen subsequently, the Model Adoption Exchange Payment System is specifically geared to accomodate payment for each of these products.

C. Data Recording Requirements

The Model Adoption Exchange Payment System requires adherance to a carefully-structured set of data recording requirements. These requirements were designed to provide the necessary information to support the actual-cost reimbursement mechanism reflected by the System. As such, their application is critical to the successful implementation of the System. Specific data recording requirements include the following:

- Data are collected for specific children and families on a one-to-one or individual basis
- Data are "encounter based". That is, each time a client (child or family) is served (e.g., face-to-face meeting, telephone call, case dictation, travel), the time spent on that service (i.e., "encounter") is recorded on that client's individual case record using a specially-prepared activity log (see PART II below)
- Data are collected according to specific components in the adoption exchange process (e.g., registration, listing, matching, etc.)
- A brief activity description is included in the case record. That is, for each "encounter" (see above), a brief description of the purpose or outcome of that "encounter" is recorded using a specially-prepared activity log (see PART II below)
- All time spent on behalf of individual cases (children or families) is recorded according to specific activity categories (face-to-face contacts, telephone counseling, collateral contacts, travel, written correspondence, case dictation, etc.), using a specially-prepared activity log (see PART II below)

PART II of this manual provides a detailed description of the time-recording process encompassed by the Model Adoption Exchange Payment System. Also included are sample activity logs with which to document service activities, as well as sample management reports generated by the System.

D. Reimbursement Process

The Model Adoption Exchange Payment System was designed as an actual cost reimbursement tool. That is, the costs of delivering particular services using the System are determined according to the actual time spent in delivering those services. This approach differs significantly from one in which entire programs are purchased and the costs of services are determined by dividing the number of products or services delivered into the total cost of the program. Under the Model Adoption Exchange Payment System, an adoption exchange is reimbursed only for products delivered. That is, payment for services rendered is authorized when the product is actually delivered.

In practice, it is expected that actual-cost reimbursement for exchange services may not be fully realized. That is, most funding sources, out of necessity, are forced to place ceilings or "caps" on the amounts they are able to spend for specified services. Nevertheless, without detailed, actual-cost data, rate setting for exchange services is rendered meaningless, and the risk of under- or overestimating the "true" costs of services is heightened.

1. Computation of Base Service-Hour Cost

Under the Model Adoption Exchange Payment System, the basic unit for determining all costs is the service hour. Cost of a service hour includes the cost of a casework hour plus a proportion of the salaries of supporting staff (supervisory and clerical) and other administrative costs (exclusive of certain unallowable expenses such as those associated with fund raising or the acquisition costs of land). These service-hour reimbursable costs are determined by dividing the total exchange program expenditures (minus unallowable expenses) by the total number of hours worked by the exchange casework staff.

The base service-hour cost is determined through the following steps:

STEP # 1: Determine annual adoption exchange program expenditures. These will include case service time for exchange-related work (with clients and collaterals, in-person and by telephone; travel and dictation); administrative and supervisory time; clerical and reception time; rent, telephone, postage, equipment, and related costs. Any of the above which are shared with other programs or purposes must be prorated to show the exchange-related items only. A standard worksheet is provided in Appendix A of this manual to assist potential users of the Model Adoption Exchange Payment System in determining annual adoption exchange program expenditures.

STEP # 2: Subtract unallowable expenses. These will include the costs of fund raising activities, purchase of land, and related capital expenses.

| | | |
|---|---|---|
| EXAMPLE: | $100,000 | exchange program costs |
| | - 10,000 | unallowable expenses |
| | $ 90,000 | net reimbursable expenses |

STEP # 3: Determine annual casework hours. This is accomplished for each direct service staff member by multiplying the number of annual work days times the number of productive hours in the work day.

EXAMPLE: Jane Higgins, Exchange Intake Worker

225 days* x 6.5 hrs.** = 1,462.5 hrs.***

* agency days may vary, but all agencies will exclude from casework days their vacation leave, holidays, personal time, and sick leave.

** actual number of productive hours will be determined by each agency's actual experience.

*** this example assumes the worker is full time. For part-time workers or workers with mixed caseload responsibilities, annual casework hours are determined by multiplying the number of annual work days times the number of productive work hours in the day, times the percent of time spent in exchange activities. Thus, for Helen Adams, who was hired one-quarter time as an adoption exchange worker, the calculation of annual casework hours would be as follows:

225 days x 6.5 hrs. x 25% time or 365.6 hrs.

Individual totals are then summed for each direct service worker (part-time and full-time) to obtain the grand total for the agency. A standard worksheet is provided in Appendix B of this manual to assist potential users of the Model Adoption Exchange Payment System in determining annual adoption exchange casework hours. A completed worksheet, using sample data as reflected above, is contained below.

Annual Casework Hours Worksheet

| Worker | % Time | x | Annual Work Days | x | Productive Hours | = | Total Hours |
|---|---|---|---|---|---|---|---|
| Higgins | 100% | | 225 Days | | 6.5 hrs. | | 1,462.5 hrs. |
| Robbins | 100 | | 225 | | 6.5 | | 1,462.5 |
| Adams | 25 | | 225 | | 6.5 | | 365.6 |
| Totals | 225% | x | 225 Days | x | 6.5 hrs. | = | 4,387.5 hrs |

SPECIAL NOTE:

Specification of the number of productive hours in a work day constitutes a critical step in determining the Base Service-Hour Cost. That is, an over estimate of productive hours will ultimately result in a spuriously low Base Service-Hour Cost, and an under estimate will ultimately result in a spuriously high Base Service-Hour Cost. Thus, potential users of the Model Adoption Exchange Payment System should be prepared to verify or justify their estimate of productive hours used in determining the Base Service-Hour Cost for their agency. This justification would most appropriately take the form of a formal time study conducted for exchange direct service staff. To the extent feasible, it is recommended that such a time study be conducted prior to the computation of annual casework hours as described above.

STEP # 4: Determine Base Service-Hour Cost. This is accomplished by dividing the net reimbursable expenditures obtained in STEP # 2 by the annual professional case service hours determined in STEP # 3.

EXAMPLE: $\frac{\$90,000}{4,387.5} = \$20.51$ [1]

2. Adjustments to Base Service-Hour Cost

a. Adjustment for General or Across-the-Board Recruitment

The Model Adoption Exchange Payment System is geared to reflect the impact of general or across-the-board recruitment time on the reimbursement process. The amount of time spent in these activities varies from exchange to exchange, and can constitute a significant portion of time spent by casework staff. The System recognizes that a certain level of outreach or general recruitment activity must be sustained in order to develop the resources (families) for which potential placement matches can be made. Since billing for services rendered

is accomplished on a case-by-case or individual basis (see Sections I. D and II. D below), a method had to be determined in which reimbursement for these general or across-the-board recruitment activities could be accomplished. It was concluded that the best way to achieve this goal was to allocate a proportion of the time spent in these activities (based on the actual experience of the exchange) to those cases for which a reimbursement request was actually made. This decision was based on the belief that general or across-the-board recruitment activities are fundamental to the overall mission of an exchange, namely, the identification of placement resources (families) for waiting children.

To reflect the impact of this supporting activity, the Base Service-Hour Cost determined in Section D. (1) is adjusted upward by allocating a proportion of time spent in these activities to cases for which a specific or targeted activity is undertaken.

The adjustment process can be illustrated using the following example. Suppose that an exchange spent a total of 1,000 hours on recruitment activities during a given fiscal or calendar year, 450 hours of which can be attributed to specific cases and 550 hours to general recruitment activities. Given these figures, the ratio of non case-specific hours to case-specific hours spent in recruitment activities can be expressed as 550:450 or 1.22.

The Base Service-Hour Cost of $20.51 determined for the sample agency data in Section D. (1) is adjusted upward to reflect the impact of general recruitment/outreach activities as follows:

$$\begin{aligned} \text{Adj. Base Service-Hour Cost} &= \text{Base Service-Hour Cost} + (1.22) \times \text{Base Service-Hour Cost} \\ &= \$20.51 + (1.22) \times (\$20.51) \\ &= \$20.51 + \$25.02 \\ &= \$45.53 \end{aligned} \qquad [2]$$

The Base Service-Hour Cost determined in Section D. (1) is replaced with the adjusted base service-hour cost determined by formula [2] as the basic costing unit for services delivered by the exchange, thus reflecting the System's recognition that general recruitment/outreach activity is critical to the success of all operational aspects of the exchange.

b. Adjustment for Unsuccessful Matching Activity

Numerous potential placement matches are often required before one of those matches is "accepted" (i.e., a hold is put on the child's case, reflecting the agency's intent to work with the family further to facilitate an adoptive placement). In order to reduce the overall financial burden of this unsuccessful matching activity on a particular agency, the cost of unsuccessful or "aborted" matches can be distributed across those cases for which a successful match is obtained (i.e., those which result in a case hold).

In these circumstances, the adjusted base service-hour cost determined in Section D.(2) (a) is modified to reflect the impact of unsuccessful matching activity as depicted in the following example. Suppose that for every 10 matches made, 7 of those matches resulted in case holds and the remainder were judged to be unacceptable by the placing agency. Thus, the ratio of unsuccessful matches to matches which resulted in case holds can be expressed as 3:7 or .43.

The formula for modifying the Adjusted Base Service-Hour Cost determined in Section D. (2) (a) is given as:

$$\begin{aligned} \text{Adj. Matching Services Hourly Cost} &= \text{Adj. Base Service-Hour Cost} + (.43) \times \text{Adj. Base Service-Hour Cost} \\ &= \$45.53 + (.43) \times (\$45.53) \\ &= \$45.53 + \$19.58 \\ &= \$65.11 \end{aligned} \qquad [3]$$

The adjusted Matching Services Hourly Cost is applied only when billing for Matching Services, and has no bearing on the reimbursement process for other components of the adoption exchange process.

3. Computational Formulae

a. Registration, Listing, Matching, and Recruitment Services

Billing for adoption exchange services under the Model Adoption Exchange Payment System is both case-specific and component-specific, in accordance with the number of hours of service delivered and the appropriate service-hour rate. The computational procedures for determining the costs of services delivered are given subsequently.

Registration Services

The cost of a completed registration (child or family) is computed as:

Cost of Registration [4] = (Total time spent on completing the registration from case record + average time spent per registration for updating purposes) x (Adj. Base Service-Hour Cost)

Where: Average time spent per registration for updating purposes = total time spent in this activity for all cases during a given fiscal or calendar year divided by the number of cases registered during that same time period.

The average time spent per registration for updating purposes is acquired from retrospective case data, or, when unavailable, this time is based on "best guess" projections substantiated by actual data at some later date.

EXAMPLE:

Cost of Registration = (.5 hr. + ¼ hr.) x ($45.53)

= (.75 hr.) x ($45.53)

= $34.15

A bill in the amount of $34.15 (plus $18.21 from the prorated share of advocacy/public relations -- see Section D. (3) (c)) would be submitted to the agency registering the child or family at the time the registration is completed.

Matching Services

The cost of an accepted match is determined as:

Cost of Match = (Total time spent on match that resulted in a child's case being placed on hold, from case record) x (Adj. Matching Services Hourly Rate)

EXAMPLE:

Cost of Match = (5 hrs.) x ($65.11)

= $325.55

At the time the placing agency notifies the exchange that the child's case has been put on hold, this signifies that a product has been delivered, and the exchange would submit a bill equal to the cost of the match as determined

above (plus a proportion of the costs of advocacy/public relations -- see Section D. (3) (c)). For the data of the preceding example and Section D. (3)(c), the bill would be equal to $325.55 + $45.53 or $371.08.

The billing process for Matching Services reflects the position that the major thrust of adoption exchanges is to facilitate adoptive placements through the securing, identification, and matching of resources (families) with children awaiting adoption. Whether the child for which a match results in a hold being put on his/her case actually gets placed is beyond the control of the exchange. As such, reimbursement to the exchange for arranging an appropriate match is tied not to subsequent placement of the child, but to delivery of the product itself (successful match as defined by the child's case being placed on hold).

Listing Services

The cost of listing a child or family on an adoption exchange is computed as:

Cost of Listing = (Total time spent in preparing the listing, from case record) x (Adj. Base Service-Hour Cost)

Printing-related costs are included in the total operating budget of the exchange, and, therefore, are reflected in the cost of an hour of service (as adjusted)

EXAMPLE:

Cost of Listing = (5 hrs.) x ($45.53)

= $227.65

A bill in the amount of $227.65 (plus $36.42 for the prorated share of advocacy/public relations -- see Section D. (3)(c)) would be submitted to the agency registering the child or family at the time the listing (photo or otherwise) is disseminated.

Recruitment Services (Child-Specific)

The cost of providing recruitment services on behalf of a specific child are determined as:

[7] Cost of Recruited, Prepared Family = (Total time spent in recruitment activity, from case record) x (Adj. Base Service-Hour Cost)

For child-specific recruitment, the adoption exchange and placement agency for which the recruitment is undertaken will agree in advance to minimum acceptable criteria/standards for the recruitment process. This process will minimize disagreements over what constitutes the "best" or "optimum" resource (family) for the child(ren). Using these criteria or standards, the exchange would submit a bill to the placing agency for recruitment services as determined above (plus a prorated share of advocacy/public relations -- see Section D.(3)(c)) at the time that the recruited/prepared family is referred to the agency.

EXAMPLE:

Cost of Recruited, Prepared Family = (12 hrs.) x ($45.53)

= $546.36

In accordance with Section D. (3)(c), a prorated share of advocacy/public relations costs (45% of $182.12) would be added to this cost to determine the total bill for recruitment services.

b. Training/Technical Assistance

The full-service exchange concept referenced above embraces the notion that the exchange is prepared to deliver or arrange for the delivery of training and technical assistance (T/TA) to its various constituencies; for example, specialized recruitment techniques for so-called "hard-to-place" children, development of advocacy/public relations campaigns, and implementation of purchase of adoption service agreements.

The cost of delivering a training/technical assistance session or implementing a specific training and technical assistance package is computed as:

Cost of T/TA Session/ Package [8] = (Total time spent in preparing for and delivering the T/TA package/session) x (Adj. Base Service-Hour Cost) + (variable costs other than those covered by the exchange operating budget)

c. Allocating Advocacy/Public Relations Costs to Other Service Components

The Model Adoption Exchange Payment System is also geared to reflect the impact of general or across-the-board advocacy/public relations time on the reimbursement process. The amount of time spent in these activities varies from

exchange to exchange, and can constitute a significant portion of time spent by casework staff. That is, the System recognizes that a certain level of general or across-the-board advocacy/public relations must be sustained in order to best serve the needs of children and families registered on the exchange.

Since billing for services rendered is accomplished on a case-by-case or individual basis (see Section I. D and II. D), a method had to be determined by which reimbursement for these general or across-the-board advocacy/public relations activities could be accomplished. It was concluded that the best way to achieve this goal was to distribute or spread the costs of these activities across the various direct service components described above (i.e., Registration Services, Listing Services, Matching Services, Recruitment Services). This decision is based on the belief that general or across-the-board advocacy/public relations activities are fundamental to the overall mission of an exchange, namely, the identification of placement resources (families) for waiting children.

This allocation process is accomplished in two steps. First, the average cost of advocacy/public relations is determined by dividing the total cost of this activity in a given fiscal or calendar year by the number of children placed on hold during that same time period.

$$\text{Avg. Cost of Advocacy/ Public Relations} = \frac{\text{Total Cost of Advocacy/Public Relations}}{\text{Number of Children Placed on Hold}} \quad [9]$$

Where: total cost of advocacy/public relations = (total time spent in activity) x (Adjusted Base Service-Hour Cost)

EXAMPLE:

$$\text{Avg. Cost of Advocacy/ Public Relations} = \frac{(200 \text{ hrs.}) \times (\$45.53)}{50}$$

$$= (9,106) / 50$$

$$= \$182.12$$

The second step involves the distribution of the average cost of advocacy/public relations across the various components of the exchange process as follows:

| | |
|---|---|
| Registration Services | 10% |
| Matching Services | 25% |
| Listing Services | 20% |
| Recruitment Services | 45% |

Thus, when the agency submits its bill for any one of these services, it would add a proportion of the average advocacy/public relations cost to that bill.

EXAMPLE:

The cost of a match in which the child's case was placed on hold as determined in Section D. (3) (a) was $325.55 or (5hrs. x $65.11). Using the percentage distribution of 25% (see above), the allocation of advocacy/public relations costs to that bill would be (25%) x ($182.12) or $45.53. In this case, the total bill for Matching Services on behalf of the child placed on hold would be $325.55 + $45.53 or $371.08.

# PART II

## User Instructions

## PART II: USER INSTRUCTIONS

The Model Adoption Exchange Payment System has been designed with the end user in mind. That is, the System is simple to use, and the management reports generated by the System provide detailed information which is critical to the effective operation of an adoption exchange. However, certain steps must be taken before attempting to use the System, in order to ensure its orderly and efficient operation. These steps, which can be considered as pre-requisites to implementation of the System, are described subsequently.

### A. Preliminary Steps

#### STEP # 1: Become Thoroughly Familiar With the System Before Attempting Its Implementation

As with any other new venture, such as purchasing a new automobile or appliance, it is sound practice to become thoroughly familiar with the operation of that device to ensure its maximum use and satisfaction. Such is the case with the Model Adoption Exchange Payment System. The potential user of the System should acquaint himself/herself with the background, philosophy, and operation of the System before attempting its use. This will provide an overview of the System, as well as what can be expected of the System.

As reflected in PART I of this manual, this particular payment system is based on an actual-cost reimbursement model. As such, there are specific and detailed time-recording procedures which must be followed in order to support the reimbursement mechanism which has been developed. Most exchanges will find the time-recording process new to them. Because of this newness, it will take some time to become accustomed to the requirements of that process. Experience with other actual-cost reimbursement systems with similar time-recording requirements indicates that once the initial novelty of recording time spent on individual cases according to discrete reporting categories wears off, the task becomes routine, and the rewards offered in terms of the information provided far outweigh the nominal effort invested.

The Model Adoption Exchange Payment System was designed to be both a fiscal and program management tool. Because of its name, it is easy to consider the System as simply a method to reimburse adoption exchanges under purchase of service arrangements. However, it is extremely important that the potential user of the System recognize its utility as a case management and program management tool as well. Properly used, the System can provide a rich base of information with which to manage individual caseloads, as well as

support decisions at the program level. Thus, the System was designed as a "decision support system", and as such, its full impact is not realized unless it is used in this context.

STEP # 2: Arrange For Adequate Training Time Before Attempting Implementation of the System

Smooth and efficient implementation of the System requires adequate preparation of all those who will be involved in its use. Each exchange contemplating use of the System should appoint one individual who will have major responsibility for overseeing its operation. In effect, this individual will become the "resident expert" on use of the System, and will be responsible for trouble-shooting problem areas should they arise.

Training in use of the System should involve a brief orientation to the overall background, philosophy, and goals of the System, followed by a step-by-step presentation of how the System actually works. It is not recommended that direct service staff be trained in the specific mechanics of the reimbursement process; however, it is important for them to have an appreciation of how the detailed time data which they will be required to keep fits into that process. Dispell the notion that the System is too complicated or sophisticated to use or beyond the comprehension of the direct service staff, many of whom will be volunteers. The System is neither of these; rather, it represents a new and different approach to the delivery and reimbursement of adoption exchange activities. As with the implementation of any new technology, some resistance and fear of the use of the System will occur. This initial resistance can be dispelled by a frank and open discussion of the merits of the System, as well as how the System can be of particular use to the direct service staff who will be providing the necessary data to support the System.

Allow a trial period for preliminary use of the System (3-4 weeks), and at the end of that period, hold a meeting of casework and program staff to review problems, questions, and any other issues surrounding implementation of the System. Experience dictates that the majority of questions will focus on the time-recording process (e.g., definition of terms, where to record information). The guidelines provided for time recording (see below) are intended to facilitate this process such that accurate, consistent, and timely data are obtained.

It is expected that certain adaptations or modifications to the time-recording categories will be necessary to accomodate local conditions. This is a matter of local discretion; however, the rule of thumb should be as follows. Whenever possible, retain the reporting categories as they appear on the activity logs (see below). It may be necessary to modify the definition of a particular reporting category to reflect the unique characteristics of the adoption exchange. Consistency in reporting is the overriding goal. That is, it is critical that all those involved in the time-recording process interpret the reporting categories in the same way. Most questions will disappear after the initial trial period. Those questions which arise subsequent to that time should be addressed on an "as needed" basis.

STEP # 3: Arrange For a Mechanism to Ensure Ongoing Dialogue and Communication With Users of the System

Don't drop the ball after the initial trial period in using the System. Maintain an ongoing dialogue with those who will be providing the data to support the System. This might be accomplished through monthly meetings in which the management reports provided by the System (see below) are discussed, or through the use of inter-office memoranda, or both. The information provided by the management reports is intended to assist direct service staff in the management of caseloads, as well as supervisory and administrative staff in the management of the exchange program. The reports will be useless scraps of paper unless appropriately used. Be certain to provide feedback on the reports at all levels of the exchange operating system. Properly used, the System can provide essential information to the successful operation of the exchange. Otherwise, the System represents a significant burden for staff who might be using time spent in supporting the System pursuing more productive endeavors.

STEP # 4: Arrange For Computer Support With Which to Generate the Monthly Management Reports Produced By the System

For large exchanges with a high volume of registration, matching, listing, etc. activity, the use of a computer to facilitate the production of monthly management reports generated by the Model Adoption Exchange Payment System is strongly encouraged. Experience has shown that the potential for summary errors is directly proportional to the

size of the adoption exchange caseload and the amount of activity generated on behalf of that caseload. Furthermore, the use of a computer to facilitate the production of the monthly management reports contributes to the timely completion of the reports, which in turn increases their overall utility as a case management tool. The computer software developed for the field testing of the Model Adoption Exchange Payment System is presently designed to operate on medium- to large-scale computers. However, this does not preclude subsequent development for use with micro-computers such as the Radio Shack TRS-80 or the Apple II, as well as certain word processors. If an exchange decides to utilize computer technology to facilitate production of the monthly management reports, three options exist: (a) use of an in-house computer owned or leased by the exchange or its parent organization; (b) use of donated computer time from one of the exchange's constituents; and (c) purchase of computer services from a third-party vendor.

The cash investment required to use computer hardware to facilitate production of the monthly management reports is determined by the volume of service activity generated by the exchange. Thus, it is difficult to pinpoint the exact costs of using computer-based technology. However, experience with the field testing of the Model Adoption Exchange Payment System has shown the total cash investment, including the costs of coding and keypunching of data, to be minimal. Current estimates place these costs at approximately $2.00 per client per month should the exchange choose a third-party vendor to process its time data. The only additional charges would be for mailing costs, which are largely determined by the size of the computer printouts generated and the number of copies requested, and the costs of time-recording forms.

In the event that a third-party vendor is chosen to produce the monthly management reports, all the exchange is required to do is to batch together the completed time-recording forms for a given month of activity (a two-part form is provided for this purpose) and send it to the third-party vendor by the fifth working day of the next month. The third-party vendor will code, keypunch, and analyze the data and produce the necessary management reports by the fifteenth of that month. All raw data will be stored in a secure environment at the third-party vendor's computer facility for a period of one year, at which time it will be returned to the exchange.

STEP # 5: Make Certain That Your Exchange Has a Functional Budget Capable of Separation From An Umbrella or Parent Agency Budget

As described in PART I of this manual, the Model Adoption Exchange Payment System requires that a separate budget be established for the adoption exchange wishing to use the System. Thus, if the exchange is part of an umbrella or parent organization/agency, the capability to separate-out the costs of operating the exchange must be available. Also, any monies spent on fund raising activities, acquisition costs of land, or related capital expenditures must be separately identifiable.

B. Time-Recording Process

Prior to implementing the Model Adoption Exchange Payment System, a separate case record must be established for each child and family registered on the exchange. This is an absolute prerequisite to using the System, since the time-recording process is geared to capture time spent in adoption exchange activities on a case-by-case or individual basis. Once this has been accomplished, the exchange is ready to implement the case-specific time-recording process using the Case Activity Record and the General Activity Record (see Figures 1 and 5 respectively).

1. Case Activity Record

The Case Activity Record is designed to capture time spent (in 15-minute intervals) according to discrete components and activities. Referring to Figure 1, the reader can see that a separate Case Activity Record is established for each client (child and family) in the exchange caseload. Further inspection of Figure 1 reveals that the time-recording process is "encounter based". That is, a separate line on the Case Activity Record is provided to record time spent for each "encounter" (face-to-face contact, case preparation/dictation, written correspondence, telephone-related, travel-related) on a particular day. An "encounter" may comprise more than one activity. For example, from 8:30 a.m. - 9:30 a.m. on a particular day, a worker may have a 30 minute face-to-face meeting with a prospective adoptive parent, then spend another 15 minutes making telephone calls on behalf of that parent,

followed by 15 minutes completing written correspondence. The worker would record the total time spent (1 hour) on a single line on the Case Activity Record, and would not be required to use three separate lines to document time spent on the case.

Instructions for completing the Case Activity Record are given in Figure 2. Note the four general rules, which are intended to guide the overall time-recording process. These are followed by specific instructions for completing the form. The instructions are largely self-explanatory; however, the potential user of the System is encouraged to review them ( as well as the sample completed form -- see Figure 4) prior to attempting the actual time recording process. Referring to the time-recording instructions in Figure 2 , and the activity descriptions contained in Figure 3, the sample Case Activity Record can be interpreted as follows.

a. on 10/1/81, an exchange received and processed registration information on a child awaiting adoption. The intake clerk assigned the child client number 391, and referred the case to worker RJA, who opened an official case record for the child. A total of 15 minutes was spent to accomplish this task, so worker RJA entered the date, his initials, and a "15" in block # 2 (case preparation/dictation) on the Case Activity Record. He also checked block # 14, indicating completion of registration information, and placed a dash in the "placement pending" and "placement made" blocks since neither of these events occurred. Finally, he provided a brief description of the activity and recorded an "A" in the component block to reflect that Registration Services were provided.

b. on 10/2/81, worker RJA telephoned the agency registering the child on the exchange to obtain additional information with which to complete the registration. Accordingly, he entered the date, his initials, and a "15" in block # 4 (telephone-related), since the conversation took about 15 minutes to complete. To complete the record, he placed a check in block # 15, indicating the updating of registration information, and placed a dash in the "placement pending" and "placement made" blocks since neither of these events occurred. Finally, he provided a brief description of the activity and recorded an "A" in the component block to indicate that Registration Services were provided.

c. on 10/10/81, worker RJA conducted a search of registrations to identify appropriate resources for the child. He indicated this activity on the time-recording log by entering the date, his initials, and a "45" in block # 2 (case preparation/dictation) since this activity took approximately three-quarters of an hour to complete. A check was placed in block # 13 to indicate that a search of registrations for possible matches was made, and a dash was placed in the "placement pending" and "placement made" blocks since neither of these events occurred. Finally, he included a brief description of the activity and placed a "B" in the component block to indicate that Matching Services were delivered.

d. on 10/12/81, worker RJA telephoned the referring agency for the child to transmit preliminary information about the potential matches, and followed-up the call with an official referral form. This activity was recorded by entering the date and worker initials, followed by a "15" in block # 3 (written correspondence) and a "15" in block # 4 (telephone-related) to indicate that approximately 15 minutes were spent in each of these activities. A check was placed in block # 16 indicating that a referral of families as potential matches was made, and a dash was placed in the "placement pending" and "placement made" blocks since neither of these events occurred. Finally, a brief activity description was provided and a "B" was placed in the component block to indicate that Matching Services were delivered.

e. on 10/23/81, the good news that one of the matches had been accepted as a potential adoptive family for the child was received by the exchange. Accordingly, worker RJA entered the date, his initials, and a "15" in block # 2 to indicate that about 15 minutes were expended in case preparation/dictation. A check was placed in block # 15 to indicate the updating of registration information, and this time, a check was placed in the "placement pending" block to indicate that a hold had been placed on the child's case. A dash was placed in the "placement made" block to indicate that this event did not occur, and a brief description of the activity was recorded. A "B" was also placed in the component block to indicate that Matching Services had been delivered.

2. General Activity Record

The General Activity Record is designed to capture time spent (in 15-minute intervals) in general or non case-specific activities which are nonetheless essential to the overall operation of the exchange. This form is also used to document billing for training/technical assistance time and general or across-the-board recruitment time, as well as to capture infor-

mation on the proportion of total time spent by exchange staff in non case-specific or general activities.

Instructions for completing the General Activity Record are given in the bottom half of Figure 2. Note the four general rules which are intended to guide the overall time-recording process. These are followed by step-by-step instructions for completing the form. The instructions are largely self-explanatory; however, the potential user of the System is encouraged to review them (as well as the sample completed form -- see Figure 6) in detail before attempting actual time recording using the activity log.

Figure 6 includes a General Activity Record with sample data. The data are fictitious, and are included for illustration purposes only. Referring to the time-recording instructions in Figure 2, and the activity descriptions contained in Figure 4, the sample General Activity Record can be interpreted as follows.

a. on 11/1/81, worker RJA spent a total of 2 hours attending an exchange Board of Directors meeting. To indicate that activity, he placed a "120" in block # 1 (face-to-face contact) to indicate that two hours of time had been spent, and checked block # 13 (liaison activities). He also provided a brief description of the activity and placed a "G" in the component block to indicate "Other" services were involved.

b. on 11/5/81, worker RJA conducted a 3-hour training session for a county child welfare agency. A total of one hour of time was involved in traveling to/from the training site. Accordingly, the worker recorded the date and placed a "180" in block # 1 (face-to-face contact) and a "60" in block # 4 (travel-related) to indicate the distribution of time spent (180 minutes and 60 minutes respectively). A check was also placed in block # 8 (training-related), a brief description of the activity was recorded, and an "E" was placed in the component block to indicate that Training/Technical Assistance was involved.

c. on 11/10/81, worker RJA spent one hour giving a general recruitment presentation to a class at the local university. To document this activity, he recorded the date and placed a "60" in block # 1 (face-to-face contact), and a check in block #10 (public information/community development). He also recorded a brief activity description in the space provided, and placed a "D" in the component block to indicate that Recruitment Services were involved.

d. Finally, the System provides for the documentation of time spent completing the Case Activity Record and the General Activity Record. This is accomplished for each month of activity by recording an entry on the last day of the month, indicating the total time spent (in 15-minute increments) in block # 2 (written correspondence) on the General Activity Record, and checking block # 16 to indicate that the entry reflects time study data. The brief activity description should read "time study", and a "G" should be placed in the component block to indicate that "Other" Services were involved.

## SPECIAL TIME-RECORDING CONSIDERATIONS

Special situations may arise when recording time using the case-specific time log (Case Activity Record) required by the Model Adoption Exchange Payment System. While these situations are relatively infrequent, they deserve recognition in order to avoid problems with the overall time-recording process.

### (1) Activities Involving a Single Worker and More Than One Case

Occasionally, a worker will deliver services on behalf of more than one case simultaneously. This might occur, for example, in situations involving group meetings with clients (families) interested in adopting children registered on the exchange. If this interest is general in nature (i.e., not focused on a specific child or children), then the time spent with these families would be appropriately recorded as general or across-the-board recruitment time on the General Activity Record. If, on the other hand, the time spent with the group is focused on specific children or sibling groups, then the total time spent in reviewing these children is allocated equally to each child considered in the meeting. The time is entered on each child's Case Activity Record, using the time-recording instructions discussed previously. For example, if three (3) hours were spent with a group of potential adoptive parents discussing Sally, Mary and Joseph (all of whom are registered on the exchange), then one (1) hour each would be recorded on Sally's, Mary's and Joseph's Case Activity Record under the appropriate category depending upon the purpose of the meeting.

(2) Activities Involving Multiple Workers And a Single Case

Occasionally, more than one worker will be involved in delivering services simultaneously on behalf of a particular child or children. In these situations, one must be careful not to inflate the total time spent in delivering these services. That is, the time-recording requirements of the Model Adoption Exchange Payment System specify that the actual amount of time spent in delivering a particular service is what gets recorded on the time-recording form. Thus, when more than one worker is involved in delivering services simultaneously on behalf of a particular child, the actual time spent, not the actual time multiplied by the number of workers, is what is entered on to the Case Activity Record using the time-recording instructions discussed previously.

(3) Activities Including Multiple Workers and Multiple Cases

Occasionally, although rarely, more than one worker will be involved in delivering services simultaneously on behalf of more than one child. In these situations, one would apply the rules given in both (1) and (2) above in recording time spent in delivering the services.

C. Management Reports

Two types of reports are produced under the Model Adoption Exchange Payment System, namely, the Monthly Case Activity Report and the Monthly General Activity Report. As suggested by their titles, the reports are generated monthly using data provided by exchange workers reflecting time spent on behalf of specific or general duties. In addition, a year-to-date report is produced which summarizes activities for all months preceding the month currently under observation. The organization and interpretation of each of these reports are discussed in detail subsequently.

1. Monthly Case Activity Report

The Monthly Case Activity Report is used to reflect time spent in case-specific activities for a period equivalent to one month. This report is organized as follows. Using time data provided by adoption exchange workers as recorded on the Case Activity Record, the amount of time spent by each worker on each case (child or family) is organized according to three major categories: (a) type of contact (face-to-face, case preparation/dictation, written correspondence, telephone-related, travel-related); (b) activity description (obtaining of photos, preparing materials for printing, publicity-related, court testimony, information referral, advocacy/ombudsmanship, review of exchange books, search of registrations, completion of registration information, updating of information, referral of family(ies) and child(ren), contract negotiations, removal of case from active status); and (c) type of service (Registration, Matching, Listing, Recruitment, Training and Technical Assistance, Advocacy/Public Relations).

Figure 7 provides data for the month of April, 1981 for case No. 8501 and two workers, PW and JF. These data reflect actual time spent in case-specific activities by the Washington State Department of Social & Health Services, one of the two sites used to field test the Model Adoption Exchange Payment System. Case numbers are used rather than case names for purposes of safeguarding the identity of the client. Case names may also be used if desired. Worker initials are used for purposes of brevity only; should the user desire to employ another convention such as worker name or worker number, the option is available to do so. It should be noted that the Monthly Case Activity Report depicted in Figure 7 reflects time spent by two workers. The report generator will accomodate as many workers, including aides and volunteers, who have expended time on behalf of the case during the month under observation.

As can be seen from Figure 7, there are several ways in which the monthly statistics for case No. 8501 can be interpreted. Firstly, by glancing at the horizontal line labeled "TOTAL" at the bottom of the table, one can see the actual time spent on behalf of the case for each of the service activities included in the adoption exchange process (Registration, Listing, Matching, Recruitment, Training and Technical Assistance, Advocacy/Public Relations).

For this particular example, the only time recorded for April, 1981 was one-half hour (.50) for Listing Services.

The total time spent per worker on the case for each service activity can be ascertained by summing the time reflected in the columns labeled Registration, Matching, Listing, Recruitment, Training and Technical Assistance, and Advocacy/Public Relations for that worker. Thus, it can be seen that worker PW and worker JF spent a total of one-quarter hour (.25) each in delivering Listing Services during the April reporting period.

The distribution of time spent per worker on each case for each type of contact can be determined by inspecting the horizontal rows of the table labeled Personal Contact, Case Preparation, etc. For example, for worker JF, the one-quarter hour of Listing Services delivered during April on behalf of the case involved Case Preparation. The total time spent per worker on the case for each type of contact can be determined by glancing down the vertical column labeled "TOTAL" at the right-hand side of the table.

As indicated in the note contained at the bottom of Figure 7, a single asterisk placed next to the case number (or name) indicates a "placement pending" status. A "placement made" status is indicated by the inclusion of a double asterisk next to the case number (or name).

Several summary tables are also provided as part of the Monthly Case Activity Report. Figure 8 shows the total time spent by each worker across all cases (children and families) for each type of service activity (Registration, Matching, Listing, etc.). For example, worker JF spent a total of two and one-half hours (2.50) during April on Listing Services for all cases in the Department's caseload. Figure 8 can also be used to obtain the total time spent for each type of service activity across all workers and all cases by glancing at the horizontal line labeled "TOTAL" at the bottom of the table. Thus, a total of one hour (1.00) of Registration Services was expended by all workers across all cases during the April reporting period.

Figure 9 shows the total time spent by all workers across all cases according to the type of contact (face-to-face, case preparation, etc.) and activity description (obtaining of photos, preparing materials for printing, etc.). With the data of Figure 9, the user can determine the total time spent for each

type of contact across all workers and all cases by glancing at the horizontal line labeled "TOTAL" at the bottom of the table. Thus, it can be seen that a total of three and one-quarter hours (3.25) of activity was expended by all workers across all cases in Case Preparation during the month of April, 1981. The total time spent for each of the activity descriptions across all workers and all cases can be ascertained by inspecting the vertical column labeled "TOTAL" at the right-hand side of the table. For example, a total of three hours (3.00) was expended by all workers across all cases in Updating Case Information. An analysis of total time spent across all workers and all cases for different combinations of contact type and activity description can be obtained by entering the appropriate row and column of the table. For example, the total amount of time spent by all workers across all cases in Updating Case Information by Telephone was two hours (2.00) for the April, 1981 reporting period.

Figure 10 shows the distribution of time spent by all workers across all cases according to the type of service (Registration, Matching, etc.) and activity description (obtaining of photos, preparation of materials for printing, etc ). The data of Figure 10 make possible an analysis of the total time spent across all workers and all cases for different combinations of service type and activity description. This is achieved by entering the appropriate row and column of the table according to the information desired. For example, the total time spent by all workers across all cases in publicity-related activities regarding Listing Services was two and one-half hours (2.50) for the April, 1981 reporting period.

Figure 11 shows the distribution of time spent by all workers across all cases according to the type of service (Registration, Listing, Matching, etc.) and type of contact (face-to-face, case preparation, etc.). An analysis of the total time spent across all workers and all cases for different combinations of contact and service type can be obtained by entering the appropriate row and column of the table according to the information desired. For example, the total amount of travel-related time spent by all workers across all cases for any of the service types is shown to be zero (.00) for the month of April.

Figure 12 provides a summary of the total time spent by all workers for each case in the exchange caseload by type of service delivered (Registration, Matching, etc.). This table is intended to provide a "quick reference" chart for the user, who can turn to data such as those presented in Figure 7 for a more detailed breakdown of time spent per case per worker during the month.

2. Monthly General Activity Report

The Monthly General Activity Report is used to reflect time spent in non case-specific or general activities for a period equivalent to one month. This report is organized as follows. Using time data provided by adoption exchange workers as recorded on the General Activity Record, the amount of time spent by each worker in non case-specific or general activities is organized according to three major categories: (a) type of contact (face-to-face, written correspondence, telephone-related, travel-related); (b) type of service (Registration, Matching, Listing, Recruitment, Training and Technical Assistance, Advocacy/Public Relations); and (c) activity description (information referral, advocacy/ombudsmanship, systems maintenance, training-related, public information/community development, research, supervision, fund raising/budget development, liaison, referral of families for study and information, time study).

Figures 13A and 13B illustrate the two types of information provided by the Monthly General Activity Report, namely, a distribution of non case-specific or general time spent by worker PW according to type of contact and type of service, and a distribution of non case-specific or general time spent by worker PW according to type of activity and activity description. For the former, the total non case-specific or general time spent by worker PW during the month of April, 1981 according to each type of service can be ascertained by glancing at the horizontal line labeled "TOTAL" at the bottom of Figure 13A. For example, it can be seen that a total of five hours (5.00) was expended in non case-specific or general activities by worker PW as it related to Registration Services during the April reporting period.

The total non case-specific or general time spent by worker PW during the month of April according to each type of contact can be determined by inspecting the vertical column labeled "TOTAL" at the right-hand side of Figure 13A. For example, it can be seen that worker PW expended a total of nine and one-half hours (9.50) of non case-specific or general time in completing written correspondence during the April reporting period.

An analysis of the total time spent in non case-specific or general activities for different combinations of activity type and service type can be obtained by entering the appropriate row and column of Figure 13A according to the information desired. For example, the total time spent by worker PW in non case-specific or general time in completing written correspondence relating to Registration Services during the April reporting period was four hours (4.00)

With regard to Figure 13B, the total non case-specific or general time spent by worker PW during the month of April according to activity description can be ascertained by glancing at the horizontal line labeled "TOTAL" at the bottom of the table. For example, it can be seen that a total of two and one-quarter hours (2.25) was spent by worker PW during the reporting period in systems maintenance activities.

An analysis of total time spent in non case-specific or general activities for different combinations of activity type and activity description can be obtained by entering the appropriate row and column of the table according to the information desired. For example, the total time spent by worker PW during the April reporting period in completing written correspondence related to public information was one and three-quarters hours (1.75).

Figures 14A and 14B provide information similar to that contained in Figures 13A and 13B, with the exception that the data are collapsed or summed across all workers providing time data. Interpretation of the data of Figures 14A and 14B is accomplished in a manner identical to that described immediately above.

As can be seen from the preceding discussion, the Monthly Case Activity Report and the Monthly General Activity Report provide a wealth of information to the potential end user. The reports are intended to promote effective case management, as well as provide the necessary data to meet the requirements of the Model Adoption Exchange Payment System for reimbursement/cost analysis purposes. Thus, their overall utility spans a wide audience of users, including adoption exchange caseworkers and their supervisors, program managers and administrators, and fiscal/budget directors. The reports reflect readily useable data in easy-to-interpret formats. When produced in a timely manner, they can serve as an effective tool for improving the overall management and operation of adoption exchange programs.

D. Billing Process

As noted elsewhere in this manual, the Model Adoption Exchange Payment System was specifically designed as an actual-cost reimbursement tool. To that end, billing for services delivered under the System is accomplished by extracting time spent on individual cases as reflected in the Case Activity Record and plugging that time into the reimbursement formulae given in PART I of this manual. A summary of the billing procedures is given in the figure below.

| Product | Billing Formula | Time Bill Submitted |
|---|---|---|
| A. Registration | A. (tot. time spent on completing registration from case record + avg. time spent per registration for updating purposes) x (Adj. Base Service-Hour Cost) | A. when case is opened and child or family is officially registered on exchange |

| | | |
|---|---|---|
| B. Match | B. (tot. time spent on arranging for match that resulted in child's case being placed on hold from case record) x (Adj. Matching Services Hourly Cost) | B. when agency acknowledges that a match was "acceptable" and child's case was put on hold (bill is only for matching activity for that child) |
| C. Listing | C. (tot. time spent in preparing the listing, photo or otherwise, from case record) x (Adj. Base Service -Hour Cost) | C. when child or family is officially listed in exchange book, and relevant page(s) of book have been sent to listing agency |
| D. Recruited, Prepared Family (Child-Specific) | D. (tot. time spent in recruitment activity from case record) x (Adj. Base Service-Hour Cost) | D. when information on recruited family(ies) is transmitted to agency with child, in accordance with criteria agreed upon by agency and exchange |
| E. Training/ Technical Assistance Session/ Package | E. (tot. time spent preparing for and delivering T/TA from case record) x (Adj. Base Service-Hour Cost) + variable costs other than those covered by exchange operating budget | E. when T/TA session/ package is delivered |
| F. Advocacy/ Public Relations | F. (tot. cost of advocacy/public relations)/ (No. children placed on hold during given fiscal or calendar year) | F. see A - D above |

where tot. cost of advocacy/public relations = (tot. staff time spent from case record) x (Adj. Base Service-Hour Cost

avg. cost is added to bill for various components according to following distribution:

Recruitment - 10%
Match - 25%
Listing - 20%
Recruited/ Prepared Family - 45%

# PART III

## Figures & Charts

## MODEL ADOPTION EXCHANGE PAYMENT SYSTEM

Figure 1

Case Activity Record

Client No. _____

Include Time Spent For All Categories That Apply

Check One Only

| Date | Worker | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | Activity Description | PP* | PM* | Comp |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
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ACTIVITY KEY:
1 = Face-to-Face Contact (Group or Individual)
2 = Case Preparation/ Dictation
3 = Written Correspondence
4 = Telephone-Related
5 = Travel-Related

DESCRIPTOR KEY:
6 = Obtaining of Photos
7 = Preparing Materials For Printing
8 = Publicity-Related
9 = Court Testimony
10 = Information Referral
11 = Advocacy/Ombudsmanship
12 = Review of Exchange Books
13 = Search of Registrations
14 = Completion of Registration Information
15 = Updating of Information
16 = Referral of Family(ies) and Child(ren)
17 = Contract Negotiations
18 = Removal of Case From Active Status

COMPONENT KEY:
A = Registration Services
B = Matching Services
C = Listing Services
D = Recruitment Services
E = Training/Technical Assistance
F = Advocacy/Public Relations

* PP = Placement Pending
PM = Placement Made

Figure 2

Model Adoption Exchange Payment System

Time-Recording Instructions

## I. Case Activity Record

### A. GENERAL RULES

1. Time recorded on case-by-case or individual basis
2. Time recorded according to separately identifiable "encounters"
3. Time recorded in 15-minute increments (15, 30, 45, etc.)
4. Time recorded according to discrete components and elements

### B. DATA RECORDING PROCESS

**Step 1:** Record client number (or name) at top of Case Activity Record in the space provided. Be certain to include similar information on all continuation sheets as well.

**Step 2:** Enter date of service activity and worker's initials. Typically, a single individual or worker is assigned responsibility for tracking progress on a given child or family registered on the exchange. However, actual practice indicates that different workers may perform exchange-related activities on behalf of children for which they do not have primary tracking responsibility. This might be particularly true for exchanges that operate with different staff (perhaps volunteers) on different days of the week. Thus, there is a need to record the worker's initials to reflect this activity on the part of multiple individuals. If more than one encounter (contact) occurred for the case on a given day, record each encounter on a separate line.

**Step 3:** Referring to the Activity Key at the bottom left-hand side of the Case Activity Record, record all direct service time spent in 15-minute increments in blocks 1 through 5, one encounter (contact) per line. Often, an encounter will involve more than one activity as reflected by the Activity Key. If a particular encounter (contact) involved more than one activity (face-to-face contact, case preparation, written correspondence, etc.), indicate this situation by recording the time spent (in 15-minute increments) for each of these activities in the appropriate blocks.

Figure 2
(Continued)

**Step 4:** Referring to the Descriptor Key at the bottom middle of the Case Activity Record, place a check in the box which most clearly and accurately describes the nature or purpose of the encounter (contact). Do not check more than one box for a given encounter. If the encounter involved different types of activity as reflected in the Descriptor Key, use a separate line on the Case Activity Record for each.

**Step 5:** Include a brief description of the encounter in the space provided. Abbreviations may be used as long as they are readily decipherable at a later date.

**Step 6:** Indicate by placing a check in the appropriate category, whether or not a pending placement or actual placement was made.

**Step 7:** Select the component from the Component Key list which best describes the service delivered. Use the Model Adoption Exchange Payment System Component Service Definitions to assist you where necessary. One component per line. If the encounter (contact) involved different component activities, use a separate line on the Case Activity Record for each.

II. General Activity Record

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DATA RECORDING PROCESS

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**Step 1:** Record worker name at top of General Activity Record in the space provided. Be certain to include similar information on all continuation sheets as well.

**Step 2:** Enter date of activity. If more than one general or non case-specific activity occurred on a given day, record each on a separate line on the General Activity Record.

**Step 3:** Referring to the Activity Key at the bottom left-hand side of the General Activity Record, record all non case-specific or general time spent (in 15-minute intervals) in blocks 1 through 4 of the form. One encounter (e.g., training session, fund raising meeting, court appearance, etc.) per line. Often an encounter will involve more than one activity as reflected by the Activity Key. If the encounter involved more than one activity (e.g., face-to-face contact, case preparation, written correspondence, etc.), indicate this situation by recording time spent (in 15-minute intervals) for each of these activities in the appropriate blocks on the same line.

**Figure 2**
**(Continued)**

**Step 4:** Referring to the Descriptor Key at the bottom middle of the General Activity Record, place a check in the box which most clearly and accurately describes the nature or purpose of the encounter (contact). Do not check more than one box at a time. If the encounter involved different types of activity as reflected by categories 5 - 16, use a separate line on the General Activity Record for each.

**Step 5:** Provide a brief description of the encounter (contact) in the space provided. Abbreviations may be used as long as they are readily decipherable at a later date.

**Step 6:** Select the component from the Component Key List which best describes the service category under which the general or administrative time falls. Use the Model Adoption Exchange Payment System Component Service Definitions to assist you where necessary. If the encounter (contact) relates to different component activities, use a separate line on the General Activity Record for each. In those instances where no clear-cut decision can be made regarding the most appropriate component code, select the "Other" category. Use of this category should, however, be restricted to those activities which absolutely defy classification using the components of the Model Adoption Exchange Payment System.

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* FINAL NOTE *

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The purpose of the time recording is not simply an exercise in data collection. Rather, it is intended to provide detailed and comprehensive information on the actual costs of providing exchange-related services, as well as empirical data from which appropriate case management decisions can be made. Do not spend inordinate amounts of of time pondering which category a particular activity fits under. Use your best judgment in selecting reporting categories. The single most important aspect of the time-recording process is that you capture the total time spent per case (child or family).

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Figure 3

Model Adoption Exchange Payment System

Activity and Descriptor Codes

I. Case Activity Record

| Key No. | Brief Description |
|---|---|
| 1 | In-person contacts with clients, collaterals, agencies, etc. on behalf of a child or family officially registered on the adoption exchange. |
| 2 | Time spent in preparing/reviewing/updating the case of a child or family officially registered on the adoption exchange. |
| 3 | Formal written correspondence (letters, memoranda, etc.) prepared on behalf of a child or family officially registered on the adoption exchange. |
| 4 | The making/receiving of telephone calls on behalf of a child or family officially registered on the adoption exchange. |
| 5 | Travel time (local or otherwise) associated with the case of a child or family officially registered on the adoption exchange. |
| 6 | Time spent in arranging for the taking of photographs of children or families officially registered on the adoption exchange for whom listing in (an) exchange book(s) is intended. |
| 7 | Preparing written copy and securing of photographs of children or families officially registered on the adoption exchange for whom listing in (an) exchange book(s) is intended. |
| 8 | Time spent in developing an appropriate publicity program designed to facilitate the recruitment of (a) prospective adoptive family(ies) for (a) child(ren) officially registered on the adoption exchange. |
| 9 | Preparation for and presentation of court testimony on behalf of (a) child(ren) or family(ies) officially registered on the adoption exchange. |

Figure 3
(Continued)

| | |
|---|---|
| 10 | Preparation and distribution of information (printed or otherwise) describing children and families officially registered on the adoption exchange. |
| 11 | Time spent in activities designed to support and facilitate the placement of children officially registered on the adoption exchange with families who have expressed a desire to adopt such children. |
| 12 | Time spent with families in review of exchange books about (a) child(ren) for whom they have expressed placement interest. Time spent in reviewing exchange books for potential matches to supplement in-house search of registrations. |
| 13 | Review of children and families officially registered on the adoption exchange for potential matches. |
| 14 | Time spent in screening/re-screening registration information for duplication, accuracy, completeness, etc. |
| 15 | Time spent in updating case information to reflect changes brought about by potential matches, pending placements, placements made, requests for removal from active status, and the like. |
| 16 | Transmittal of notice of suggested match(es) to agency with custody of child(ren) and to agency registering the family(ies). |
| 17 | Negotiations surrounding purchase of service arrangements designed to facilitate the placement of special needs children with families who have expressed placement interest for such children. |
| 18 | Self-explanatory. |

II. General Activity Record (Non Case-Specific Activity)

| Key No. | Brief Description |
|---|---|
| 1 | In-person contacts (group or individual) designed to facilitate the overall operation and functioning of the adoption exchange. Any activity directly related to a child or family officially registered on the exchange should be excluded from this reporting category. |

Figure 3
(Continued)

| | |
|---|---|
| 2 | Preparation and execution of formal written correspondence (letters, memoranda, etc.) designed to facilitate the overall operation and functioning of the adoption exchange. Any activity directly related to a child or family officially registered on the exchange should be excluded from this reporting category. |
| 3 | The making/receiving of telephone calls designed to support the overall operation and functioning of the adoption exchange. Any activity directly related to a child or family officially registered on the exchange should be excluded from this reporting category. |
| 4 | Any travel (local or otherwise) designed to support the overall operation and functioning of the adoption exchange. Any activity directly related to a child or family officially registered on the exchange should be excluded from this reporting category. |
| 5 | Activities involved in daily orientation, review of work assignments, and otherwise preparing for exchange-related duties and activities. |
| 6 | Preparation and distribution of information (printed or otherwise) describing the operation of the adoption exchange, types of children and families officially registered on the exchange, and other materials designed to support ongoing activities of the exchange. Information directly related to a child or family officially registered on the adoption exchange should be excluded from this reporting category. |
| 7 | Any activity designed to aupport and facilitate the placement of waiting children in permanent adoptive homes. |
| 8 | Time spent in duties relating to the overall operation and functioning of the adoption exchange, such as the preparation of management and administrative reports, review of daily activities, etc. |
| 9 | Participation in formal or informal training activities designed to enhance skills or otherwise promote the placement of waiting children in permanent adoptive homes. |

Figure 3
(Continued)

| | |
|---|---|
| 10 | Time spent in providing general information to public groups regarding the overall operation, functioning, and organization of the adoption exchange, as well as efforts on behalf of developing community-based networks designed to facilitate the placement of waiting children in permanent adoptive homes. |
| 11 | Time spent in investigating, discovering, and interpreting facts relating to the adoption process, including the operation and functioning of the adoption exchange. |
| 12 | Time spent by management in overseeing the work of staff of the adoption exchange. |
| 13 | Activities specifically related to deriving financial support for the adoption exchange, as well as financial aspects of operating the exchange. |
| 14 | Activities designed to establish and maintain mutual understanding of the goals, functions, and operations of the adoption exchange among the various constituencies the exchange is designed to serve (public and private agencies, adoptive parent groups, courts, etc.). |
| 15 | Time spent in referring families who express an interest in adopting children with special needs to sources of information designed to meet their specific informational needs. This activity could include the referral of families for adoptive study. |
| 16 | Time spent in completing the Case Activity Record and the General Activity Record. |

Figure 4

MODEL ADOPTION EXCHANGE PAYMENT SYSTEM

Case Activity Record
Client No. 391

Include Time Spent For All Categories That Apply

Check One Only

| Date | Worker | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | Activity Description | PP* | PM* | Comp |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 10/1/81 | RJA | | 15 | | | | | | | | | | | | ✓ | | | | | OPEN RECORD | - | - | A |
| 10/2 | ↓ | | | | 15 | | | | | | | | | | | ✓ | | | | UPDATE RECORD | - | - | A |
| 10/10 | | | 45 | | | | | | | | | | | ✓ | | | | | | SEARCH REGS. | - | - | B |
| 10/12 | | | | 15 | 15 | | | | | | | | | | | | ✓ | | | REFER MATCHES | - | - | B |
| 10/23 | ↓ | | 15 | | | | | | | | | | | | | ✓ | | | | UPDATE RECORD | ✓ | - | B |

ACTIVITY KEY:
1 = Face-to-Face Contact (Group or Individual)
2 = Case Preparation/ Dictation
3 = Written Correspondance
4 = Telephone-Related
5 = Travel-Related

DESCRIPTOR KEY:
6 = Obtaining of Photos
7 = Preparing Materials For Printing
8 = Publicity-Related
9 = Court Testimony
10 = Information Referral
11 = Advocacy/Ombudsmanship
12 = Review of Exchange Books
13 = Search of Registrations
14 = Completion of Registration Information
15 = Updating of Information
16 = Referral of Family(ies) and Child(ren)
17 = Contract Negotiations
18 = Removal of Case From Active Status

COMPONENT KEY:
A = Registration Services
B = Matching Services
C = Listing Services
D = Recruitment Services
E = Training/Technical Assistance
F = Advocacy/Public Relations

* PP = Placement Pending
PM = Placement Made

Figure 5

MODEL ADOPTION EXCHANGE PAYMENT SYSTEM

General Activity Record

**Include Time Spent For All Categories That Apply**

Check One Only

Caseworker Name: _____

| Date | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | Brief Activity Description | Comp. |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
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ACTIVITY KEY:
1 = Face-to-Face Contact (Group or Individual)
2 = Written Correspondence
3 = Telephone-Related
4 = Travel-Related
5 = Operations Update and Review

DESCRIPTOR KEY:
6 = Information Referral
7 = Advocacy/Ombudsmanship
8 = Systems Maintenance
9 = Training-Related
10 = Public Information/ Community Development
11 = Research
12 = Supervision
13 = Fund Raising/Budget Development
14 = Liaison Activities
15 = Referral of Families For Study or Information
16 = Time Study

COMPONENT KEY:
A = Registration Services
B = Matching Services
C = Listing Services
D = Recruitment Services
E = Training/Technical Assistance
F = Advocacy/Public Relations
G = Other

Figure 6

MODEL ADOPTION EXCHANGE PAYMENT SYSTEM

General Activity Record

Include Time Spent For All Categories That Apply

Check One Only

Caseworker Name: RJA

| Date | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | Brief Activity Description | Comp. |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 11/1/81 | 120 | | | | | | | | | | | | ✓ | | | | ATTENDED BOARD MEETING | G |
| 11/5 | 180 | | | 60 | | | | ✓ | | | | | | | | | CONDUCTED TRAINING SESSION | E |
| 11/10 | 60 | | | | | | | | | ✓ | | | | | | | GAVE RECRUITMENT PRESENT. | D |
| 11/30 | | 60 | | | | | | | | | | | | | | ✓ | TIME STUDY | G |
| | | | | | | | | | | | | | | | | | | |
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ACTIVITY KEY:
1 = Face-to-Face Contact (Group or Individual)
2 = Written Correspondence
3 = Telephone-Related
4 = Travel-Related
5 = Oporations Update and Rovicw

DESCRIPTOR KEY:
6 = Information Referral
7 = Advocacy/Ombudsmanship
8 = Systems Maintenance
9 = Training-Related
10 = Public Information/ Community Development
11 = Research
12 = Supervision
13 = Fund Raising/Budget Development
14 = Liaison Activities
15 = Referral of Families For Study or Information
16 = Time Study

COMPONENT KEY:
A = Registration Services
B = Matching Services
C = Listing Services
D = Recruitment Services
E = Training/Technical Assistance
F = Advocacy/Public Relations
G = Other

Figure 7

Model Adoption Exchange Payment System
Monthly Case Activity Report

Case Number 8501

| Component | A | B | C | D | E | F | TOTAL |
|---|---|---|---|---|---|---|---|
| **Worker PW** | | | | | | | |
| Pers. Contact | .00 | .00 | .00 | .00 | .00 | .00 | .00 |
| Case Prep. | .00 | .00 | .00 | .00 | .00 | .00 | .00 |
| Correspond. | .00 | .00 | .00 | .00 | .00 | .00 | .00 |
| Tel.-Related | .00 | .00 | .25 | .00 | .00 | .00 | .25 |
| Trvl.-Related | .00 | .00 | .00 | .00 | .00 | .00 | .00 |
| **Worker JF** | | | | | | | |
| Pers. Contact | .00 | .00 | .00 | .00 | .00 | .00 | .00 |
| Case Prep. | .00 | .00 | .25 | .00 | .00 | .00 | .25 |
| Correspond. | .00 | .00 | .00 | .00 | .00 | .00 | .00 |
| Tel-Related | .00 | .00 | .00 | .00 | .00 | .00 | .00 |
| Trvl.-Related | .00 | .00 | .00 | .00 | .00 | .00 | .00 |
| TOTAL | .00 | .00 | .50 | .00 | .00 | .00 | .50 |

Where: A = Registration Services; B = Matching Services; C = Listing Services; D = Recruitment Services; E = Training and Technical Assistance; and F = Advocacy/Public Relations

Note: - Time is recorded in quarter-hour increments. For example, 1.25 means one and one-fourth hours or 75 minutes.

* indicates placement pending; ** indicates placement made

Figure 8

Model Adoption Exchange Payment System
Monthly Case Activity Report

Component Totals By Worker Across Cases

| Component | A | B | C | D | E | F | TOTAL |
|---|---|---|---|---|---|---|---|
| Worker PW | 1.00 | 1.00 | .75 | 1.00 | .00 | .00 | 3.75 |
| Worker JF | .00 | .25 | 2.50 | .00 | .00 | .00 | 2.75 |
| Worker NB | .00 | .00 | .00 | .00 | .00 | .75 | .75 |
| TOTAL | 1.00 | 1.25 | 3.25 | 1.00 | .00 | .75 | 7.25 |

Where: A = Registration Services; B = Matching Services; C = Listing Services; D = Recruitment Services; E = Training and Technical Assistance; and F = Advocacy/Public Relations

Note.- Time is recorded in quarter-hour increments. For example, 1.25 means one and one-fourth hours or 75 minutes.

Figure 9

Model Adoption Exchange Payment System
Monthly Case Activity Report

Activity By Description Report

| Activity | A | B | C | D | E | TOTAL |
|---|---|---|---|---|---|---|
| Photos | .00 | .00 | .00 | .00 | .00 | .00 |
| Printing | .00 | .00 | .00 | .00 | .00 | .00 |
| Publicity | .00 | 2.50 | .00 | .00 | .00 | 2.50 |
| Testimony | .00 | .00 | .00 | .00 | .00 | .00 |
| Info. Referral | .00 | .00 | .00 | .00 | .00 | .00 |
| Advocacy | .00 | .00 | .00 | .00 | .00 | .00 |
| Book Review | .00 | .00 | .00 | .00 | .00 | .00 |
| Search | .00 | .00 | .00 | .00 | .00 | .00 |
| Registration | .00 | .00 | .00 | .00 | .00 | .00 |
| Info. Update | .25 | .25 | .50 | 2.00 | .00 | 3.00 |
| Referral | .00 | .25 | .00 | .50 | .00 | .75 |
| Contract Neg. | .25 | .00 | .25 | .00 | .00 | .50 |
| De-Activation | .00 | .25 | .25 | .00 | .00 | .50 |
| TOTAL | .50 | 3.25 | 1.00 | 2.50 | .00 | 7.25 |

Where: A = Personal Contact; B = Case Preparation; C = Correspondence; D = Telephone-Related; E = Travel-Related

Note.- Time is recorded in quarter-hour increments. For example, 1.25 means one and one-fourth hours or 75 minutes.

Figure 10

Model Adoption Exchange Payment System
Monthly Case Activity Report

Component By Description Report

| Component | A | B | C | D | E | F | TOTAL |
|---|---|---|---|---|---|---|---|
| Photos | .00 | .00 | .00 | .00 | .00 | .00 | .00 |
| Printing | .00 | .00 | .00 | .00 | .00 | .00 | .00 |
| Publicity | .00 | .00 | 2.50 | .00 | .00 | .00 | 2.50 |
| Testimony | .00 | .00 | .00 | .00 | .00 | .00 | .00 |
| Info. Referral | .00 | .00 | .00 | .00 | .00 | .00 | .00 |
| Advocacy | .00 | .00 | .00 | .00 | .00 | .00 | .00 |
| Book Review | .00 | .00 | .00 | .00 | .00 | .00 | .00 |
| Search | .00 | .00 | .00 | .00 | .00 | .00 | .00 |
| Registration | .00 | .00 | .00 | .00 | .00 | .00 | .00 |
| Info. Update | .50 | .50 | .75 | .50 | .00 | .75 | 3.00 |
| Referral | .25 | .50 | .00 | .00 | .00 | .00 | .75 |
| Contract Neg. | .00 | .00 | .00 | .50 | .00 | .00 | .50 |
| De-Activation | .25 | .25 | .00 | .00 | .00 | .00 | .50 |
| TOTAL | 1.00 | 1.25 | 3.25 | 1.00 | .00 | .75 | 7.25 |

Where: A = Registration Services; B = Matching Services; C = Listing Services; D = Recruitment Services; E = Training and Technical Assistance; F = Advocacy/Public Relations

Note. - Time is recorded in quarter-hour increments. For example, 1.25 means one and one-fourth hours or 75 minutes.

Figure 11

Model Adoption Exchange Payment System
Monthly Case Activity Report

Activity By Component Report

| Component | A | B | C | D | E | F | TOTAL |
|---|---|---|---|---|---|---|---|
| Personal Contact | .25 | .00 | .00 | .25 | .00 | .00 | .50 |
| Case Preparation | .00 | .50 | 2.50 | .25 | .00 | .00 | 3.25 |
| Correspondence | .25 | .00 | .00 | .25 | .00 | .50 | 1.00 |
| Telephone-Related | .50 | .75 | .75 | .25 | .00 | .25 | 2.50 |
| Travel-Related | .00 | .00 | .00 | .00 | .00 | .00 | .00 |
| TOTAL | 1.00 | 1.25 | 3.25 | 1.00 | .00 | .75 | 7.25 |

Where: A = Registration Services; B = Matching Services; C = Listing Services; D = Recruitment Services; E = Training and Technical Assistance; and F = Advocacy/Public Relations

Note. - Time is recorded in quarter-hour increments. For example, 1.25 means one and one-fourth hours or 75 minutes.

Figure 12

Model Adoption Exchange Payment System
Monthly Case Activity Report

Case Summary

| Component | A | B | C | D | E | F | TOTAL |
|---|---|---|---|---|---|---|---|
| 0001 | .00 | .00 | .00 | .00 | .00 | .75 | .75 |
| 0002 | .25 | .00 | .00 | .00 | .00 | .00 | .25 |
| 8176 | .00 | .00 | .25 | .00 | .00 | .00 | .25 |
| 8397 | .00 | .00 | .25 | .00 | .00 | .00 | .25 |
| 8447 | .00 | .00 | .25 | .00 | .00 | .00 | .25 |
| 8458 | .00 | .25 | .00 | .00 | .00 | .00 | .25 |
| 8465 | .00 | .00 | .25 | .00 | .00 | .00 | .25 |
| 8492 | .00 | .00 | .25 | .00 | .00 | .00 | .25 |
| 8501 | .00 | .00 | .50 | .00 | .00 | .00 | .50 |
| 8504 | .00 | .25 | .00 | .00 | .00 | .00 | .25 |
| 8525 | .25 | .00 | .25 | .00 | .00 | .00 | .50 |
| 8529 | .00 | .25 | .00 | .00 | .00 | .00 | .25 |
| 8531 | .00 | .50 | .00 | .00 | .00 | .00 | .50 |
| 8534 | .00 | .00 | .50 | .00 | .00 | .00 | .50 |
| C1925 | .00 | .00 | .25 | .75 | .00 | .00 | 1.00 |
| C1930 | .00 | .00 | .25 | .00 | .00 | .00 | .25 |
| C1953 | .50 | .00 | .25 | .25 | .00 | .00 | 1.00 |
| TOTAL | 1.00 | 1.25 | 3.25 | 1.00 | .00 | .75 | 7.25 |

Where: A = Registration Services; B = Matching Services; C= Listing Services; D = Recruitment Services; E = Training and Technical Assistance; and F = Advocacy/Public Relations

Note. - Time is recorded in quarter-hour increments. For example, 1.25 means one and one-fourth hours or 75 minutes.

Figure 13A

Model Adoption Exchange Payment System
Monthly General Activity Report

Activity By Component Report For Worker PW

| Component | A | B | C | D | E | F | G | TOTAL |
|---|---|---|---|---|---|---|---|---|
| Personal Contact | .75 | .00 | .00 | .25 | .00 | .00 | .00 | 1.00 |
| Correspondence | 4.00 | .50 | .00 | 4.75 | .25 | .00 | .00 | 9.50 |
| Telephone-Related | .25 | .00 | .00 | .00 | .50 | .50 | .00 | 1.25 |
| Travel-Related | .00 | .00 | .00 | .00 | .00 | .00 | .00 | .00 |
| TOTAL | 5.00 | .50 | .00 | 5.00 | .75 | .50 | .00 | 11.75 |

Where: A = Registration Services; B = Matching Services; C = Listing Services; D = Recruitment Services; E = Training and Technical Assistance; F = Advocacy/Public Relations; and G = Other

Note. - Time is recorded in quarter-hour increments. For example, 1.25 means one and one-fourth hours or 75 minutes.

Figure 13B

Model Adoption Exchange Payment System
Monthly General Activity Report

Activity By Description Report For Worker PW

| Descriptor | A | B | C | D | E | F | G | H | I | J | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Pers. Contact | .00 | .00 | 1.00 | .00 | .00 | .00 | .00 | .00 | .00 | .00 | 1.00 |
| Correspond. | 5.00 | .00 | 1.25 | .25 | 1.75 | 1.25 | .00 | .00 | .00 | .00 | 9.50 |
| Tel.-Related | .50 | .00 | .00 | .00 | .25 | .00 | .00 | .00 | .00 | .50 | 1.25 |
| Trvl.-Related | .00 | .00 | .00 | .00 | .00 | .00 | .00 | .00 | .00 | .00 | .00 |
| TOTAL | 5.50 | .00 | 2.25 | .25 | 2.00 | 1.25 | .00 | .00 | .00 | .50 | 11.75 |

Where: A = Information Referral; B = Advocacy; C = Systems Maintenance; D = Training; E = Public Information; F = Research; G = Supervision; H = Fund Raising; I = Liaison Activities; J = Referral of Families For Study

Note.- Time is recorded in quarter-hour increments. For example, 1.25 means one and one-fourth hours or 75 minutes.

Figure 14A

Model Adoption Exchange Payment System
Monthly General Activity Report

Activity By Component Report - All Workers

| Component | A | B | C | D | E | F | G | TOTAL |
|---|---|---|---|---|---|---|---|---|
| Personal Contact | 1.50 | .00 | .00 | .75 | .00 | .00 | .00 | 2.25 |
| Correspondence | 4.00 | .50 | .00 | 4.75 | .25 | .00 | .00 | 9.50 |
| Tel.-Related | .25 | .00 | .00 | .00 | .50 | .50 | .00 | 1.25 |
| Trvl.-Related | .00 | .00 | .00 | .00 | .00 | .00 | .00 | .00 |
| TOTAL | 5.75 | .50 | .00 | 5.50 | .75 | .50 | .00 | 13.00 |

Where: A = Registration Services; B = Matching Services; C = Listing Services; D = Recruitment Services; E = Training and Technical Assistance; F = Advocacy/Public Relations; and G = Other

Note. - Time is recorded in quarter-hour increments. For example, 1.25 means one and one-fourth hours or 75 minutes.

Figure 14B

Model Adoption Exchange Payment System
Monthly General Activity Report

Activity By Description Report - All Workers

| Descriptor | A | B | C | D | E | F | G | H | I | J | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Pers. Cont. | .00 | .00 | 1.00 | .00 | .00 | .00 | 1.25 | .00 | .00 | .00 | 2.25 |
| Correspond. | 5.00 | .00 | 1.25 | .25 | 1.75 | 1.25 | .00 | .00 | .00 | .00 | 9.50 |
| Tel.-Related | .50 | .00 | .00 | .00 | .25 | .00 | .00 | .00 | .00 | .50 | 1.25 |
| Trvl.-Rel. | .00 | .00 | .00 | .00 | .00 | .00 | .00 | .00 | .00 | .00 | .00 |
| TOTAL | 5.50 | .00 | 2.25 | .25 | 2.00 | 1.25 | 1.25 | .00 | .00 | .50 | 13.00 |

Where: A = Information Referral; B = Advocacy; C = Systems Maintenance; D = Training; E = Public Information; F = Research; G = Supervision; H = Fund Raising; I = Liaison Activities; J = Referral of Families For Study

Note. - Time is recorded in quarter-hour increments. For example, 1.25 means one and one-fourth hours or 75 minutes.

# PART IV

# Appendices

# APPENDIX A

## Standard Instructions

## For Computing Adoption Exchange

## Expenditures

## ADOPTION EXCHANGE OPERATING EXPENSES
(From Latest Complete Fiscal Or Calendar Year)

### SALARIES AND WAGES

1. Personnel Working Directly With Cases — 1. $ _____
2. Personnel Working Indirectly With Cases — 2. $ _____
3. Total Salaries And Wages — 3. $ _____

### PAYROLL TAXES AND EMPLOYEE BENEFITS

4. FICA — 4. $ _____
5. Unemployment Insurance — 5. $ _____
6. Life Insurance — 6. $ _____
7. Health Insurance — 7. $ _____
8. Retirement — 8. $ _____
9. Workmen's Compensation — 9. $ _____
10. Total Payroll Taxes And Employee Benefits — 10. $ _____

### TRAVEL EXPENSES

11. Personnel Working Directly With Cases — 11. $ _____
12. Personnel Working Indirectly With Cases — 12. $ _____
13. Total Travel Expenses — 13. $ _____

### BUILDING EXPENSES

| Office Areas | Rental/Lease Expense | Depreciation Expense |
|---|---|---|
| Occupied By Personnel Working Directly With Cases | 14. $ _____ | 15. $ _____ |
| Occupied By Personnel Working Indirectly With Cases | 16. $ _____ | 17. $ _____ |
| Common Space Areas | 18. $ _____ | 19. $ _____ |

20. Total Building Expenses (Sum of Lines 14 - 19) — 20. $ _____

### ALL OTHER EXPENSES

21. Utilities — 21. $ _____
22. Telephone — 22. $ _____
23. Office Supplies — 23. $ _____
24. Contracted Outside Services — 24. $ _____
25. Central Office Overhead — 25. $ _____

| | | |
|---|---|---|
| 26. Service Expenses Not Previously Specified | 26. $ _____ | |
| 27. Total Of All Other Expenses | 27. $ _____ | |
| 28. TOTAL EXCHANGE OPERATING EXPENSES (Sum of Lines 3 + 10 + 13 + 20 + 27) | | 28. $ _____ |

## NOTES

### SALARIES AND WAGES

Enter the total gross amount of salaries and wages related to adoption exchange service before taxes and other items are withheld, including deferred compensation, overtime, incentive pay, and bonuses. This amount is to be computed for each individual in the above-mentionned categories, according to the percentage of time he or she spends in adoption exchange services

### PAYROLL TAXES AND EMPLOYEE BENEFITS

Enter only the amounts related to adoption exchange service. These amounts are to be completed for each individual according to the percentage of time he/she spends in adoption exchange services.

### BUILDING EXPENSES

All adoption exchange building expenses should be computed on the basis of square feet of area occupied.

Depreciation Expenses column. Allowable depreciation expense includes only pure straight-line depreciation .

Common Space Areas. Enter the amounts of rent/lease/depreciation corresponding to the square footage of hallways, lavatories, or other common space areas not included in previous items, weighted according to the percentage of office area occupied by the adoption exchange.

## ELEMENTS FOR THE ESTIMATION OF A SERVICE HOUR COST FOR ADOPTION EXCHANGE SERVICE USING CONTRACTOR'S CURRENT FISCAL YEAR DATA

**Contractor's Current Fiscal Year:**

Beginning Date ____/____/____ Through
Ending Date ____/____/____

**Estimate of the Total Number of Hours to Be Paid to Personnel Involved in Adoption Exchange Service During Contractor's Current Fiscal Year:**

| CATEGORIES | Total Number Of Hours Paid | | |
|---|---|---|---|
| | I | II | III |
| Personnel Working Directly With Cases | | | |
| Personnel Working Indirectly With Cases | | | |
| Sum of Above Lines | | | |

Key:

I = Adoption Exchange Service Only
II = Not Related To Adoption Exchange Service
III = Vacation, Holidays, Sick Leave, Etc.

Facility Square Footage During Contractor's Current Fiscal Year (Covered and Enclosed Areas Only)

1. Total Square Footage of Office Area Occupied By Exchange Service _____ Sq. Ft.
2. Office Square Footage Unrelated To Exchange Services _____ Sq. Ft.
3. Square Footage Of Common Space Area _____ Sq. Ft.
4. Total Facility Square Footage _____ Sq. Ft.

# APPENDIX B

## Annual Casework Hours Worksheet

Annual Casework Hours Worksheet

| Worker Name | % Time | x | Annual Work Days | x | Productive Hours | = | Annual Hours |
|---|---|---|---|---|---|---|---|
| 1. | | | | | | | |
| 2. | | | | | | | |
| 3. | | | | | | | |
| 4. | | | | | | | |
| 5. | | | | | | | |
| 6. | | | | | | | |
| 7. | | | | | | | |
| 8. | | | | | | | |
| 9. | | | | | | | |
| 10. | | | | | | | |
| 11. | | | | | | | |
| 12. | | | | | | | |
| 13. | | | | | | | |
| 14. | | | | | | | |
| 15. | | | | | | | |
| 16. | | | | | | | |
| 17. | | | | | | | |
| 18. | | | | | | | |
| 19. | | | | | | | |
| 20. | | | | | | | |
| Totals | | | | | | | |

Note. When computing the total annual casework hours, the sum of the annual casework hours for worker # 1 + worker # 2 + ... + worker # 20 should equal the product of (sum of % time) x (annual number of work days) x (number of productive work hours).